

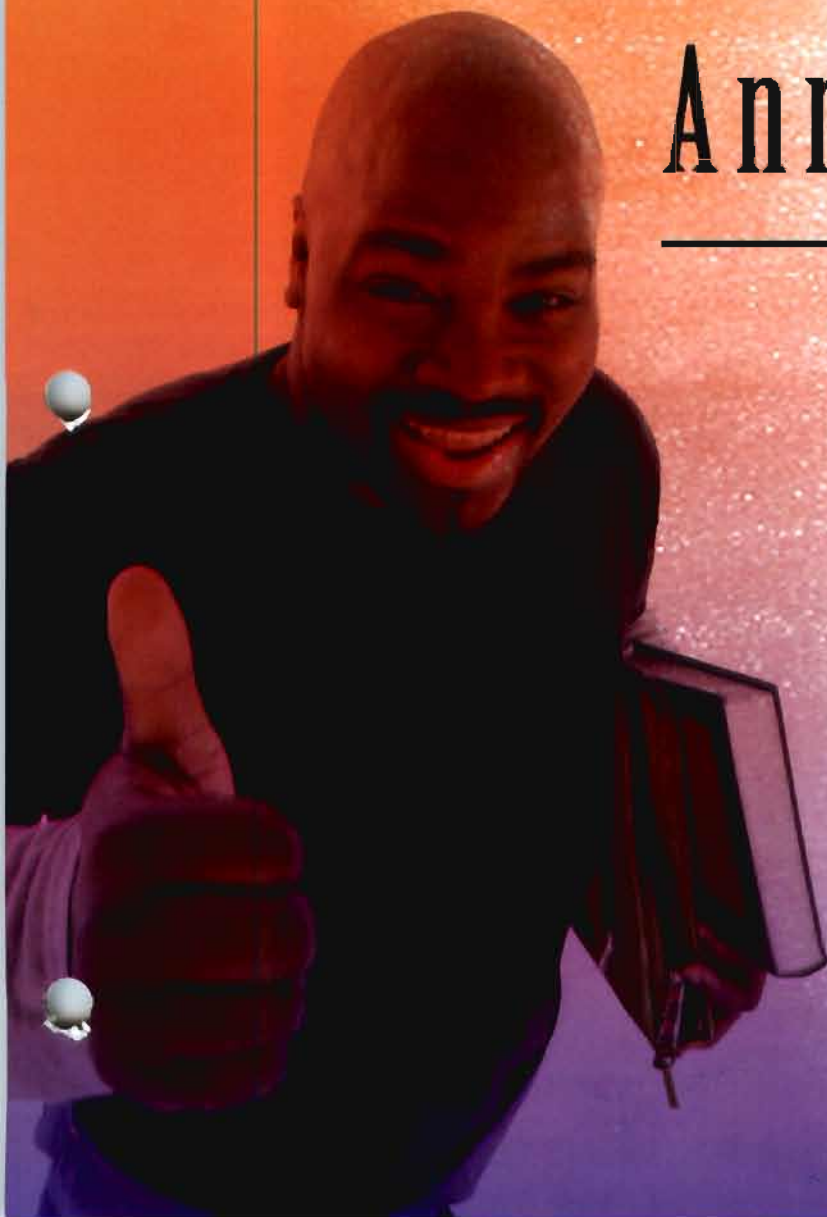


# ENDUMENI MUNICIPALITY

## Annual Report

2008/2009

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**ENDUMENI MUNICIPALITY**

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# ENDUMENI MUNICIPALITY

## Annual Report

— 2008/2009 —

Introduction



The new Endumeni Municipality came into being on 5<sup>th</sup> December 2000 as a result of Government's institutional restructuring of the system of local government. Municipalities in general have experienced significant service delivery, administrative and financial challenges as a result of the previous amalgamation process following the first democratic municipal elections. Solutions, which were to be affordable and sustainable in the long term, therefore had to be sought if the Municipality wanted to continue with its service delivery and meet development challenges. As a result of this additional financial pressure, which were experienced by municipalities, the Cabinet allocated funds to assist in this regard. In terms of the Section 12 notice the Municipality functions as a Municipality with a plenary executive council as contemplated in Sections 3(b) of the Determination of Types of Municipality Act, 2000 (Act No. 1 of 2000). The Council consists of 12 Councillors of whom no one is a full-time Councillor. The Endumeni Local Municipality is established as a Category B Municipality as determined by the Demarcation Board in terms of Section 4 of the Municipal Structures Act, 1998.

The economy of the region depends to a large extent on agricultural activities, industrial and commercial activities and to a lesser extent on tourism. Industrial growth at this point in time is poor. However, prospects for the development of tourism are excellent and all endeavors are being made to utilize this opportunity. Further statistical data is available in the detailed IDP review.

The administration, accounting and service delivery functions have all been managed and coordinated from the offices in Dundee in exactly the same manner, as had been done prior to the elections in December 2000. The explanation for this lies in the fact that most of the infrastructure and staff are based in Dundee, Glencoe, and Wasbank. The municipality was therefore not overly burdened with the amalgamation of staff or equipment, but had only to attend to the challenges surrounding incorporation of an additional area of jurisdiction. During the 2008/2009 fiscal year, significant progress has been made in the following key strategic areas.



- Conversion of Sibongile/Sithembile Hostels into Family units.
- Allocation of R19 167 371.00 for Housing Projects within Endumeni area of jurisdiction.
- Endumeni Aids Projects.
- Refinement Institutional Plan.
- Refinement of Job Evaluation.
- Refinement of Spatial Development Framework.
- Review of Endumeni Integrated Development Plan.
- Refinement of Endumeni Financial Plan.
- Development of Gender Equality and Poverty Reduction Strategy.
- Development of Housing Sector Plan.
- Development of Transportation Plan.
- Refinement of Comprehensive Organizational Performance Management System.
- Compilation of SDBIP.
- Out sourced Electrical Meter Audit Function.
- Outsourced Debt collection function.

I would like to thank the Executive Committee, Members of Council and Staff for their continued support during difficult times, that has culminated in the 2008/2009 Municipal Year being a major success.

I thank you!

**D B CEBEKHULU**

**MUNICIPAL MANAGER  
ENDUMENI MUNICIPALITY**



# ENDUMENI MUNICIPALITY

## Annual Report

2008/2009

**Foreword**





On Monday 1<sup>st</sup> October 2007 the Endumeni Municipal Council reconvened to restructure its office bearers following the floor crossing window period which occurred during September 2007. Of the 12 Endumeni Councillors present on this day, 6 were aligned to the Inkatha Freedom Party, 4 are aligned to the African National Congress and 2 were aligned to the Democratic Alliance. The seat of Speaker was bestowed on Cllr. D Singh of the IFP after which Cllr. (Ms) W N Mbatha of the IFP was elected Mayor, Cllr. A M Raubenheimer of the DA was elected as Deputy Mayor and Cllr. (Ms) R T Nukani of the ANC was elected as Executive Committee Member.

When I assumed the seat of Mayor I realised instantly that this task is a formidable one and being the first citizen of Endumeni a great deal of responsibility was entrusted upon me. In my experiences during the course of the year I came to realise that the task to lead a municipality is extremely challenging, and one can only succeed if one has the full co-operation of both the Political component (Councillors) and the Administrative component (Officials). I can safely say that both Councillors and Officials have placed all their energies to ensure good service delivery and sound performance as depicted in this Annual Report.

On the evening of Monday, 12 May 2008 we were greeted with shock and horror when we learnt of the senseless and untimely death of Councillor P M Nxele. On this night Cllr. Nxele was shot 4 times and killed in his driveway, and until the perpetrators are brought before justice, it can only be assumed that he had died because of his steadfast role and stance that he took in fighting corruption. We will surely miss him and the vibrant contributions that he made at Council meetings.

Through these trying times the Endumeni Council gained from strength to strength and re-united to ensure that its purpose is fulfilled no matter what the consequences are.



**Foreword**

**Her Worship The Mayor Cllr. W N Mbatha (Ms)**

May I therefore, in conclusion thank all Councillors and Officials for providing me with their guidance, experience, knowledge and expertise to steer the Endumeni ship forward to ensure a better life for our community and future generations to come.

I thank you.

**CLLR W N MBATHA (MS)**  
**MAYOR: ENDUMENI MUNICIPALITY**



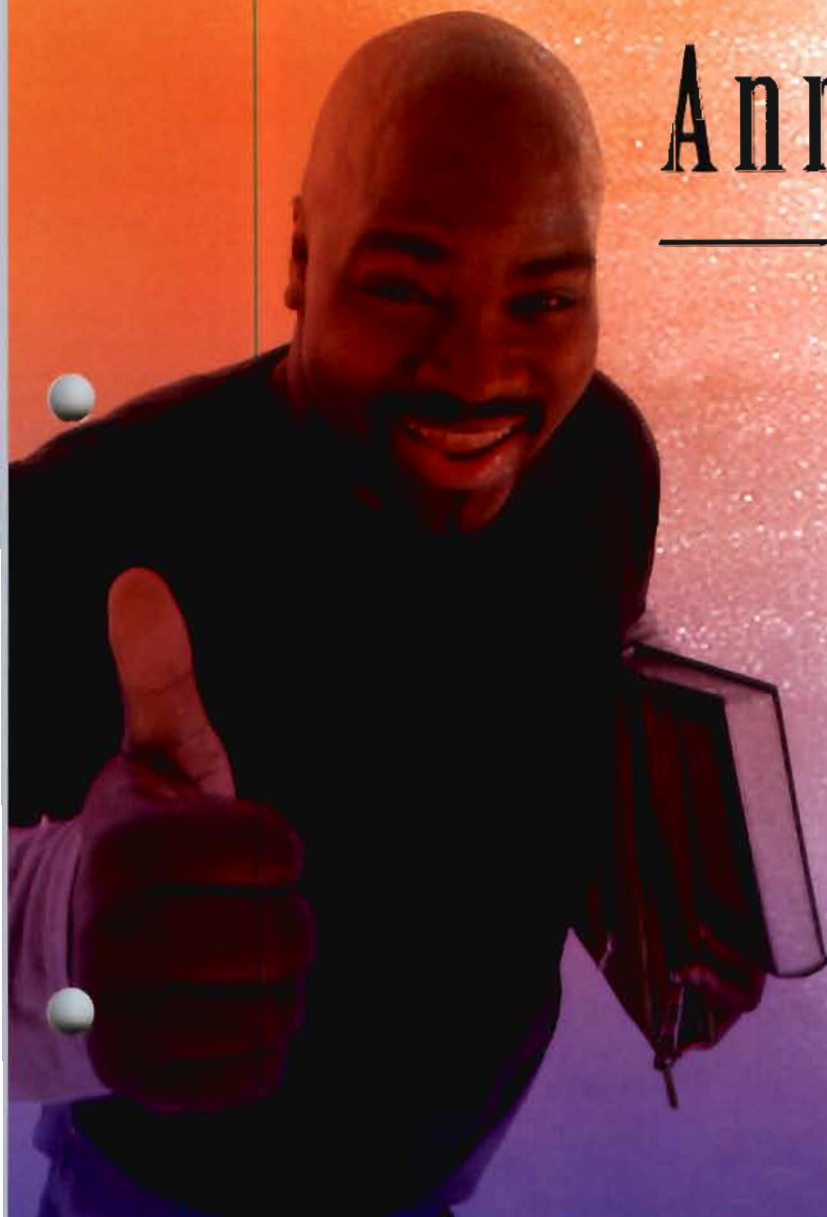
# ENDUMENI MUNICIPALITY

## Annual Report

2008/2009

### Chapter 1

Introduction &  
Overview of  
Municipality





Endumeni Municipality is located 360 kilometres South East of Johannesburg and 290 kilometres North of Durban. The area is located adjacent the Biggarsberg in the foothills of the Drakensberg. The Municipality is generally accessed by turning off the N3 highway onto the N11 then proceeding onto the R68 into the Municipal area.

Endumeni municipal area is one of four local authorities forming the uMzinyathi District Municipality. The local municipalities comprising the District are:

- Endumeni (KZ 241)
- Nquthu (KZ 242)
- Msinga (KZ 244)
- uMvoti (KZ 245)

Endumeni has the smallest population but the largest economy of the local authorities in the District, focussing as it does on the main urban areas of Dundee and Glencoe.

### **Demographic/Social Issues**

The Endumeni Municipality (KZ241) comprises the towns of Dundee, Glencoe and Wasbank, together with a number of farms astride MR 33; MR 68 and DR 602. It should be noted that no Ingonyama Trust land is located within the Municipal Area.

The population of the Local Authority area, as determined in the 2001 census, was 50 762 people, of which 70,1% were of African origin. The gender split was relatively evenly balanced at 50,95 for females to 49,02 for males. The majority of the population (59%) was under the age of 29 years old, with 32 % being of school going age at between 5 – 19 years of age. Despite the large percentage of very young people, the population pyramid does not indicate the normal situation of a large base with most people being in the youngest age groups (under 4 years). In this instance, there are more people in the age group between 5 and 10 years, than 0 to 4 years. It is apparent that the higher infant mortality rate can be directly related to the HIV/Aids pandemic. This is supported by the fact that the adult population in the 20 – 29 year age group is also disproportionately small.

15% of the population of Endumeni has no education. This comprises mainly those over the age of 50 years. A relatively high percentage (14%) of the population of the Municipal area has a senior certificate, tertiary or other higher education. This augurs well for the future economic development of the area. There is nonetheless a shortage of schools to serve the education needs of the area's population.

Per capita income is generally low, with 54% having no income, and 25,55% earning less than R18000 per annum.

Over 75% of the population of Endumeni live in formal urban housing, whilst another 10% of the community lives in informal housing in Endumeni. Thirteen Percent of the population lives on rural farms in the area. Present estimates are that an additional 1200 sites are required.

### **Service Infrastructure**

As regards infrastructural services, approximately 72,4% of the population has access to potable water, whilst 77% of household have flush toilets. 66% of households within Endumeni are also supplied with electricity. In comparison to rest of the District Municipality, the people of Endumeni are generally significantly better off in terms of access to service infrastructure.

Moreover, 84% of the population has good access to telephone services either within their dwellings or nearby.

The Municipal area is well connected by rail, being served by both the main line between Durban and Johannesburg which passes through Glencoe, and a spur line which links Glencoe to Dundee and Varied, and from where it links to the Richards Bay/ Gauteng mainline.

It is also well served by a network of inter- and intra-regional transportation routes, which includes links to Ladysmith, Newcastle, Dannhauser, Vryheid and Greytown via Pomeroy and Tugela Ferry, as well as links to Nqutu and beyond.



The standard of roads throughout the Dundee area is high, there being a 100 km of the surfaced road, with only approximately 10 km not being surfaced, primarily in the smallholdings area.

In the Glencoe area, approximately 60 km of road is surfaced, with about 30 km not being surfaced.

Conventional road storm water drainage exists in most of the urban areas.

There is however, a need to focus on the upgrading of rural access roads within Endumeni.

The urban areas are well serviced with regard to refuse removal, with 72% of the population have a weekly or other type of municipal refuse removal service. A new regional solid waste disposal site is under construction at Glencoe.

As regards Cemeteries, there are cemeteries located in Dundee, Sibongile, Glencoe, Sithembile and Wasbank.

The Dundee/ Sibongile cemetery still has approximately 12 000 available sites, with an expected life of 20 years, whilst Glencoe/ Sithembile and Wasbank have 5000 sites, with an expected life of 5 years; and 1660 sites, with an expected life of 20 years respectively.

Since the cemetery at Sithembile is likely to be full in 5 years, this might necessitate an extension of this or one or more of the other cemeteries in the relatively near future.

### **Economic Matters**

The key economic sectors in terms of the 2001 Census data within Endumeni included:

- Social Services – 22,16%
- Trade – 13,64%
- Private household/domestic workers – 13,49%
- Farming – 9,57%
- Manufacturing - 7,39%
- Business Services – 4,93%
- Construction – 4,5%
- Transport – 4,48%
- Mining – 1,47% and Utilities – 1,03%

This highlights the dominance of the service centre nature of the local economy, with the social services and trade sectors comprising 35% of the economy. It also highlights that Endumeni has a relatively well diversified local economy.

Tourism in particular, contributes significantly to the economy of Endumeni. This is dominated by cultural tourism, bearing in mind that Dundee is centrally situated to a number of Anglo-Zulu and Anglo-Boer war battlefields. The local Museum, Talana Museum, is one of the foremost museums in the country. Whilst Dundee is not a tourist destination *per se*, it forms a pivotal part of the northern KwaZulu-Natal tourism route.





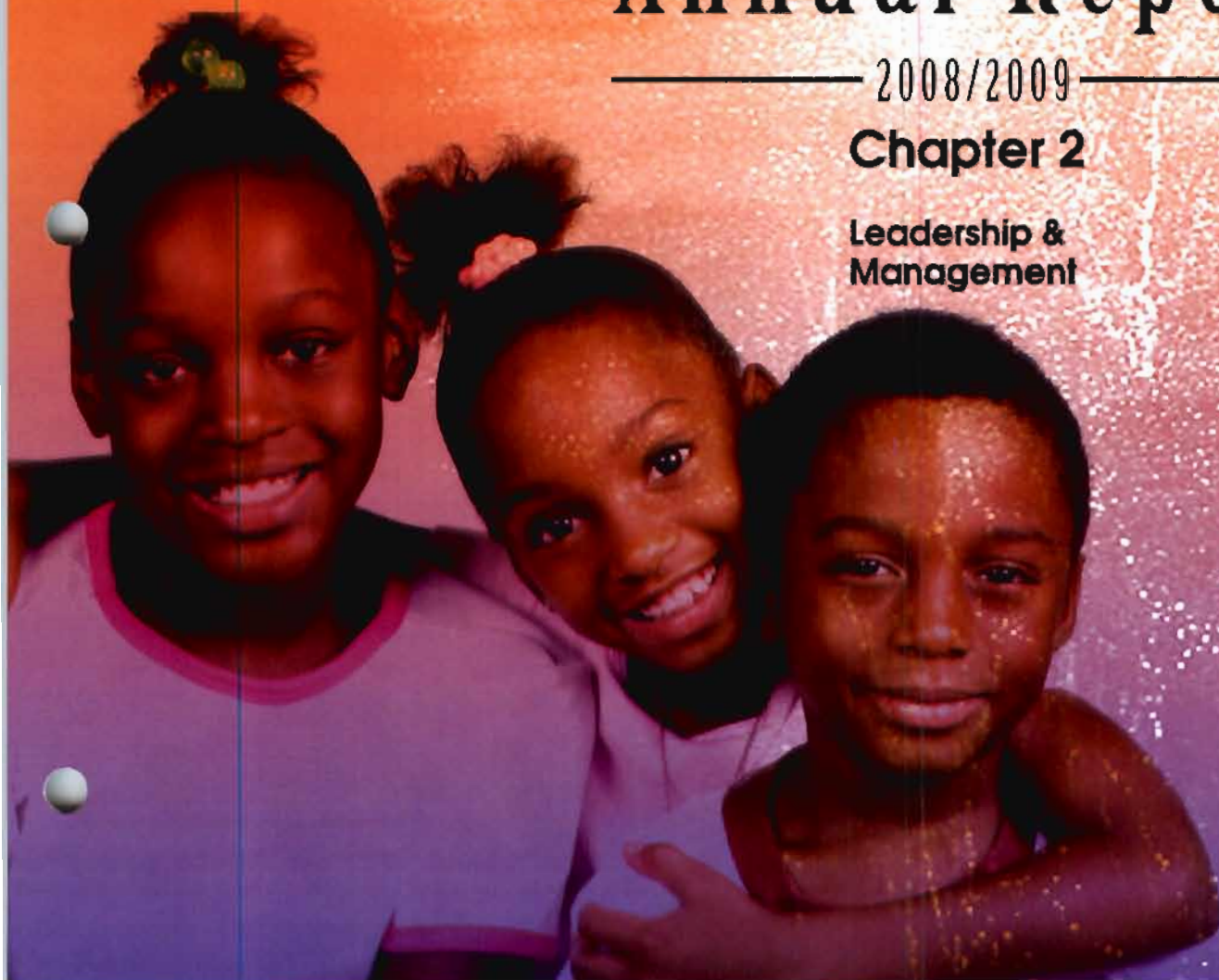
# ENDUMENI MUNICIPALITY

## Annual Report

2008/2009

### Chapter 2

Leadership &  
Management



## Section 2.1: Political Leadership

**Endumeni Council**

Cllr D Singh	<b>Speaker</b>	IFP
Cllr P M Bisram		ANC
Cllr T B Mkhize		IFP
Cllr Ms R T Nukani	<b>Exco Member</b>	ANC
Cllr Ms W N Mbatha	<b>Mayor</b>	IFP
Cllr Ms D P Nkosi		DA
Cllr A M Mthembu		ANC
Cllr E Adam		DA
Cllr A M Raubenheimer	<b>Deputy Mayor</b>	DA
Cllr Ms J A Tshabalala		IFP
Cllr S E Ndim		ANC
Cllr P G Mabilisa		IFP

**Endumeni Executive Committee**

Cllr Ms W N Mbatha	<b>Chairperson - Mayor</b>	IFP
Cllr A M Raubenheimer	<b>Deputy Mayor</b>	DA
Cllr Ms. R T Nukani	<b>Exco Member</b>	ANC

**Sub-Committees And  
Representatives To Bodies/Institutions****Labour Forum Sub-Committee:**

Cllr Ms W N Mbatha  
 Cllr Ms D P Nkosi  
 Cllr P G Mabilisa  
 Cllr P M Bisram  
 Municipal Manager  
 Manager Corporate Services  
 Manager Technical Services  
 Chief Financial Officer  
 8 Union members

**Sport & Recreation**

Cllr P G Mabilisa - **Chairperson**  
 Cllr A M Mthembu  
 Cllr A M Raubenheimer

**Staff Disciplinary Sub-Committee** - Officials of Council

**Staff Disciplinary Appeals Sub-Committee**  
 Officials of Council

**Tender Sub-Committee** - Officials of Council



**Finances & Services Sub-Committee**

Cllr Ms W N Mbatha                      **Chairperson**  
Cllr A M Raubenheimer  
Cllr Ms R T Nukani

**Remuneration**

Cllr Ms W N Mbatha                      **Chairperson**  
Cllr A M Raubenheimer  
Cllr Ms R T Nukani

**Housing & Hostels Sub-Committee**

Cllr Ms W N Mbatha-                      **Chairperson**  
Cllr Ms D P Nkosi  
Cllr Ms R T Nukani

**Arts & Culture Sub-Committee**

Cllr Ms R T Nukani                      **Chairperson**  
Cllr Ms D P Nkosi  
Cllr T B Mkhize

**Health, Gender, Youth & Disabled Sub-Committee**

Cllr Ms W N Mbatha                      **Chairperson**  
Cllr Ms D P Nkosi  
Cllr Ms R T Nukani

**Local Economic Development Forum Sub-Committee**

Cllr Ms W N Mbatha                      **Chairperson**  
Cllr S E Ndimba  
Cllr Ms D P Nkosi

**Representatives of Bodies/Institutions****Pension Funds (Staff)****KwaZulu-Natal Joint Municipal/SALA**

Representatives:    Cllr T B Mkhize  
                                 Cllr P M Bislam  
Alternate:            Cllr A M Mthembu

**SALA Pension Fund**

Representatives:    Cllr Ms J A Tshabalala  
Alternate:            Cllr A M Mthembu

**Pension Fund (Councillors)**

None

**Kwanaloga**Representatives: The Mayor, Cllr Ms W N Mbatha  
Municipal Manager

Alternate: Cllr A M Raubenheimer

**Dundee & District Agricultural Society**

Cllr S E Ndimma

Cllr P G Mabilisa

**Talana Museum/Endumeni Tourism****Battlefields Route Committee**

Cllr T B Mkhize

Cllr P M Bisram

Cllr Ms D P Nkosi

**Global Health Medical Scheme****National Council for the Aged**

Representative: Cllr Ms J A Tshabalala

Alternate: Cllr Ms D P Nkosi

**Kwanaloga Industrial Relations**

Representative: Cllr P G Mabilisa

Alternate: Cllr P M Bisram

**Community Police Forum**

Cllr Ms J A Tshabalala Wasbank

Cllr Ms D P Nkosi Glencoe

Cllr A M Raubenheimer Dundee Forum

**Environmental Education Centre**

Cllr T B Mkhize

Cllr Ms D P Nkosi

**Fire & Emergency Services Co-Ordinating  
Committee/Rural Metro**

Cllr P G Mabilisa

Head: Safety &amp; Security

Section 2.2: Management

- Structure of Executive/Senior Management.





# ENDUMENI MUNICIPALITY

## Annual Report

2008/2009

### Chapter 3

Vision &  
Strategy



**Section 3.1: Municipal Vision**

A Vision is a statement that indicates a desired future scenario, which may be idealistic, and which describes the desired future state towards which the Municipality is working. It must paint a picture that all can embrace and it must be sufficiently detailed for everyone to see the same picture. With this in mind, the following revised Vision for the Endumeni Municipality was adopted.

**ENDUMENI**

**"Together in prosperity"**

**"Endumeni, being at the heart of the KwaZulu-Natal battlefields, is a dynamic, developmentally focused Municipality working in partnership with all its people for the promotion of the sustainable, harmonious and balanced development of its urban and rural communities."**

**Section 3.1.1 Municipal Mission**

The same approach was taken in revising the Mission. A Mission describes the reason for the Municipality's existence and describes what the Municipality does, why it is doing it and for whom it is being done. These principles were applied while revising the Mission Statement of the Endumeni Municipality. The revised Mission Statement is as follows:

**MISSION STATEMENT**

**To provide an effective system of governance and administration aimed at addressing the challenges confronting the Municipality, namely**

- **Planning for integrated, sustainable growth;**
- **Economic development;**
- **Social development;**
- **Integrated environmental development;**
- **The promotion of individual cultures;**
- **Empowerment, and**
- **Equity,**

**in a manner befitting our core values.**



**Section 3.1.2 Core Values**

It is also good management practice for a municipality to adopt and inculcate a set of core values. The values of a municipality describe the relationship between people within the municipality as well as between the Municipality and its customers. The core values should express the beliefs, commitment and principles that guide decision-making and they should also endeavour to reflect the prevailing culture within the Municipality. In this regard, it was deemed appropriate for the Endumeni Municipality to adopt the core values of SALGA, as the umbrella body for local municipalities in the country.

With these guiding principles in mind, the following core values were adopted for the Endumeni Municipality:

**CORE VALUES**

- Responsiveness
- Focus
- Excellence
- Humanism
- Enthusiasm

**Section 3.2: Municipal Strategy****The 2008/ 2009 Fiscal Year Was Informed By:**

- The issues raised in the IDP Forum
- The issues raised by the MEC in a letter to the Municipality, directing that certain key issues be addressed
- Issues raised by the Umzinyathi PIMSS Centre, following its review of Council's IDP

**Key Issues addressed in the 2008/ 2009 Fiscal Year**

- The implementation of an Organisational Performance Management System or PMS, which has been finalized and a link established between the institutional system and the implementation of the IDP
- An expansion of the Financial Plan to cover a five year period, and a refinement of the Capital Investment Plan so as to ensure that this is linked to Council's IDP projects budget, and that consideration be given to the possible impact of this on the operational expenditure of the Municipality
- A review of the Endumeni IDP projects list in order to confirm its 09/10 and 10/11 priority project list, which would then need to be linked to the LA's proposed budget, whilst at the same time ensuring that these are integrated with the 09/10 budgets of service providers

- A further refinement of the Spatial Framework in order to include guidelines for the Land Use Management System, and providing further details relating to the future development and investment required in respect of the lower order nodes within the Municipality.

- The further expansion of the Gender Equality Programme, including the preparation of an action plan.
- That the Municipality further engage with all service providers in order to verify and confirm multi-year project proposals and funding requirements
- Refinement of a housing sector plan and the further refinement of a transport sector plan.

#### Point of departure

Integrated Development Planning is the key initiative for local authorities to succeed in their new role as defined in the Constitution and other legislation such as the Municipal Structures Act and the Municipal Systems Act and Regulations. This new role broadens the focus of municipalities to incorporate community development projects aimed at addressing the disparities in service delivery within municipal areas. As its name suggests, the IDP is the driver of integrated planning and development. The IDP process is designed to inform decisions on matters such as municipal budgets, economic development and institutional transformation by means of consultative, systematic and strategic processes. The IDP, in fact, represents a five-year strategic plan of a municipality.

The IDP process presents a forum for identifying, debating and solving key issues in the municipal area, which then goes on to add the detail that becomes community and project specific. The



projects are required to be realistic, goal oriented and sustainable and financially viable.

The IDP process is a participative, interactive and dynamic process, which is used in developing a high-level five-year strategic plan for the Municipality. The IDP process presents the Endumeni Municipality with an opportunity to involve the public in establishing a realistic, sustainable development process and methodology that will move the Municipality towards becoming a developmental local authority as required in the legislation. The IDP therefore becomes the over arching plan for the Endumeni Municipality.

The IDP can also be described as:

- A process through which municipalities prepare strategic development plans for a five-year period.
- A product of the integrated planning process.
- The principal strategic planning instrument, which guides and informs all planning, budgeting, management and decision making in municipalities.
- A tool for bridging the gap between the current reality and the vision of satisfying the needs of the whole community in an equitable and sustainable manner.
- A tool that enables the municipalities to develop strategic policy capacity to mobilize resources and to target their activities.
- A comprehensive strategic business plan for municipalities over the short and the medium term.

**Legislative mandates**

The legal mandates for developing and revising the IDP are found in the following Acts:

- *Section 153 of the Constitution* requires that municipalities manage their administration and budgeting and planning processes in such a way that they give priority to the basic needs of the communities and that they promote the social and economic development of the communities.
- *Section 84(1)(a) of the Municipal Structures Act* bestows the function and power upon municipalities to
  - carry out integrated development planning within their areas of jurisdiction.
- *Section 25(1) of the Municipal Systems Act* requires municipal councils to adopt a single inclusive strategic plan for the development of municipalities which:
  - Links, integrates and coordinates plans
  - Aligns resources
  - Forms policy which informs the budget
  - Is compatible with national and provincial plans
- *Section 34 of the Municipal Systems Act* requires municipalities to review and amend their IDPs on an annual basis in accordance with changing circumstances

**Organisational Arrangements****Responsibility for Driving the Process:**

The Department that is responsible for driving the IDP process in the Endumeni Municipality is the Technical Services Department, headed by the IDP Manager. Although the IDP Manager managed the process, this exercise was a team effort. The Municipal Manager, Management and Councilors provided guidance throughout the process. There is a general feeling that the process was managed well and there were effective structures in place. Ultimate responsibility though lies with the Municipal Manager.



**Steering Committee Involvement:**

A Steering Committee was formed which is able to accommodate a wide cross section of needs. It is comprised of management, councillors, government departments, community organisations and business. The committee managed the process well through holding regular meetings, which were generally well attended. Report backs to stakeholders also took place and it was found that the stakeholders participated meaningfully in the process. The IDP was approved and completed within the expected timeframes. There was also a process plan in place, which was, with some modifications, adhered to. The Committee was used as a "Think Tank" during the whole process, while the IDP Representative Forum was mainly used as a vehicle for driving the process forward.

**Project Task Teams:**

Project task teams were not established as head of department prioritised the projects and integrated them into their daily Departmental tasks.

**Community and Stakeholder Participation:**

It was found that community involvement is mainly by means of Ward Committee meetings that take place every second month. These committees were utilised during the IDP process although their function is not to deal exclusively with IDP related matters. There was consensus that the Ward Committee system is being used effectively in achieving meaningful community involvement. These committees are comprised of members of the community who are elected to serve on them. Public meetings also took place in 2002 and 2003, where communities were introduced to the municipal officials and then informed on how the Municipality functions.

Other stakeholders, such as business and community organisations also serve on the IDP Representative Forum.

An IDP Representative Forum is in place. This Forum has good and diverse representation. All of the key informants were in agreement that this Forum performed its functions well, that meetings were well attended, participation was enthusiastic, that the Vision and Mission of the Municipality were agreed upon, and that projects were properly prioritised.

#### **Use of the IDP Guide Pack**

Endumeni had access to the DPLG Guide Pack and this was used as a reference medium for developing the IDP and Process Plan. All of the key informants agreed that the Pack is good, effective and user-friendly.

#### **Integration of Plans and Processes**

There is consensus that strategies in the IDP document do address priority issues that were identified through an inclusive and participatory process. It was also agreed that the document addresses both the rural and urban issues although the rural and urban development requirements often differ considerably.

**Alignment with Sector Departments**

Workshops were held with the underlisted Sector Departments in order to ensure maximum alignment in terms of future projects, priorities and project funding vis a vis the implementation of projects, as reflected on the 2008/2009 IDP Projects list for the Municipal area:

- KZN Department of Transport,
- Land Affairs,
- Dept of Welfare & Population Development
- Dept of Minerals and Energy
- Umzinyathi PMSS Centre
- KZN DoT
- Dept of Agriculture
- Post Office
- Dept of Education
- Home Affairs
- Correctional Services
- Municipal Infrastructure Grants –MIG
- Uthukela Water
  
- SAPS

**THE PROJECT IDENTIFICATION PROCESS**

The process of reviewing, revising and updating the 2008/2009 IDP Projects Table was co-coordinated internally by the IDP Manager. A series of meetings was convened both individually and collectively with the various line-function Departments within the Municipality, as well as with the key Sector Departments, in order to identify projects that accorded with the Municipality's Vision. This resulted in the compilation of a comprehensive schedule of proposed projects.

An integrated development plan or IDP is a strategic operational business plan for assisting local authorities to integrate social, economic, sectoral, institutional, environmental and fiscal strategies in order to support the optimal allocation of scarce resources between sectors and geographical areas across the population in a manner that promotes sustainable growth, equity and justice.



The spatially-related component of an IDP is commonly referred to as the 'spatial development framework'.

A spatial development framework provides a broad indication of where the different types of land uses should take place within the Municipal area in order to achieve a range of land development objectives.



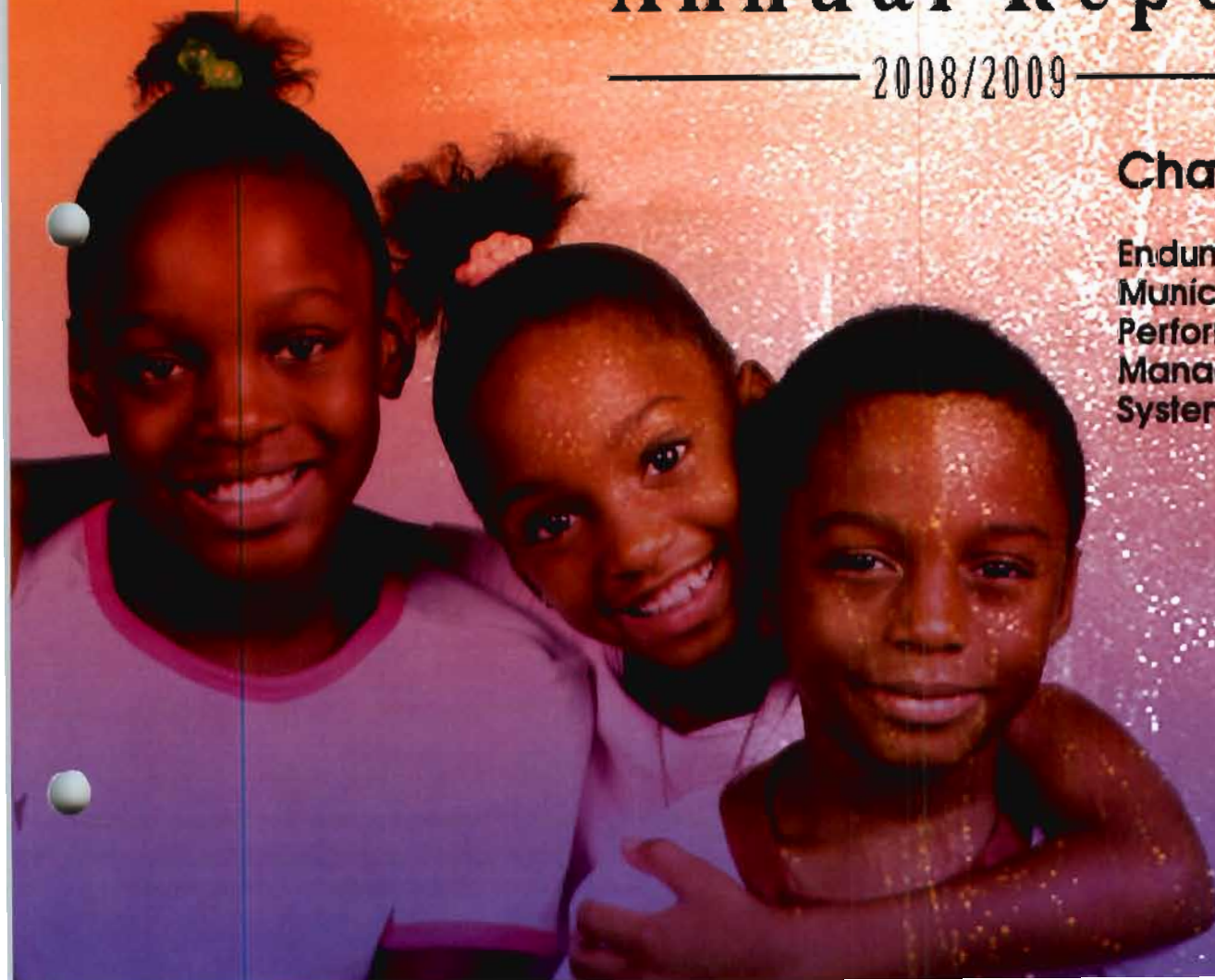
# ENDUMENI MUNICIPALITY

## Annual Report

2008/2009

### Chapter 5

Endumeni  
Municipality  
Performance  
Management  
System



**Section 5.1: Introduction****1. Introduction**

The Endumeni Municipality has developed a fully-fledged Performance Management System (PMS) in terms of Chapter 6 of the Municipal Systems Act 32 of 2000. It has involved an extensive process to ensure that the system complies with legislative and policy requirements and a wide range of role players from outside as well as inside the Endumeni Municipality will be involved.

**2. Legislative requirements for performance management**

The legislative and policy framework for PMS includes the Constitution, The Municipal Systems Act, the Municipal Finance Management Act, Municipal Planning and Performance Management Regulations, The White Paper on Local Government and the Batho Pele principles.

**The White Paper on Local Government (1998)**

The White Paper on Local Government (1998) suggested that local government should introduce the idea of *performance management systems*. The White Paper noted that,

"Involving communities in developing some municipal key performance indicators increases the accountability of the municipality. Some communities may prioritise the amount of time it takes a municipality to answer a query; others will prioritise the cleanliness of an area or the provision of water to a certain number of households. Whatever the priorities, by involving communities in setting key performance indicators and reporting back to communities on performance, accountability is increased, and public trust in the local government system enhanced" (The White Paper on Local Government, 1998).

**Batho Pele (1998)**

Similarly, the White Paper on Transforming Public Service Delivery (Batho Pele) puts forward eight principles for good public service:



## Chapter 5

### Endumeni Municipality Performance Management System

The Municipal Systems Act (2000)

Government has taken this idea forward in the Municipal Systems Act (2000), which requires all municipalities to:

- Develop a performance management system
- Set *targets*, monitor and *review performance* based on indicators linked to their IDP
- Publish an *annual performance report* on performance for the councillors, staff, the public and other spheres of government
- Incorporate and report on a set of *general indicators* prescribed nationally by the minister responsible for local government
- Conduct an *internal audit* on performance before tabling the report.
- Have their annual performance report audited by the Auditor-General
- *Involve the community* in setting indicators and targets and reviewing municipal performance.

#### **Municipal Planning and Performance Management Regulations (2001)**

The Municipal Planning and Performance Management Regulations set out in detail the requirements for municipal PM systems. The Regulations state that any PMS must entail a Framework that describes and represent how the municipality's cycle and process of performance management, including measurement, review,

- Annually appoint a performance audit committee
- Provide secretarial support to the said audit committee

### **Municipal Finance Management Act**

The Municipal Finance Management Act contains various important provisions related to performance management. It requires all municipalities to:

- Annually adopt a service delivery and budget implementation plan with service delivery targets and performance indicators.
- When considering and approving the annual budget set measurable performance targets for revenue from each source and for each vote in the budget.
- Compile an annual report, which must amongst others include a Municipality's performance report compiled in terms of the Systems Act.

### **3. PMS Process Plan**

The PMS was developed in terms of a formal PMS process plan adopted by the Endumeni Municipal Council. The process plan sets out the phases and action steps to be followed in developing and implementing the system.

The deliverables for each of the phases were as follows:

#### **PHASE 1: Starting the process of developing a performance management system**

<b>DELIVERABLES FROM THIS PHASE</b>
<ul style="list-style-type: none"><li>• Detailed project charter with timeframes</li><li>• Delegated responsibilities to the Municipal Manager</li><li>• Institutional arrangements to facilitate the development of a PMS</li></ul>

**PHASE 2: Developing an organisational performance management system****DELIVERABLES FROM THIS PHASE**

- Detailed situational analysis
- Public participation plan and structures to facilitate community involvement in developing the PMS
- Workshop for Councillors and senior management on performance management
- Organisational key performance indicators and targets set out in a Municipal Scorecard
- Departmental key performance indicators and targets set out in Departmental Scorecards
- Detailed performance management framework setting out inter alia how the Municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted and managed
- Approved organisational Performance Management System

**PHASE 3: Performance agreements for top management****DELIVERABLES FROM THIS PHASE**

Written performance agreements for the Municipal Manager and all Heads of Departments.

**PHASE 4: Develop an employee performance appraisal system****DELIVERABLES FROM THIS PHASE**

Individual Performance Management Policy and Procedure Manual.  
Workshop for senior managers to enable them to implement the said Manual



**PHASE 5: Conclude and sign off the project****DELIVERABLES DURING THIS PHASE**

- Project charter signed off as complete

**4. Conclusion**

The PMS process plan sets out the generally accepted principles, which will be applied in developing a system for the Endumeni Municipality, and clarifies the roles and responsibilities of the various roleplayers during the process. Copies of the said process plan are available upon request.

In terms of progress made in developing the PMS the following has been finalised too date:

- The delegation of responsibilities to the Municipal Manager
- Setting up institutional arrangements to facilitate the process
- The compilation of performance agreements and plans for the Municipal Manager and Heads of Departments
- The compilation of a manual to evaluate the performance of all Managers
- Conducting a PMS capacity building workshop for Councillors and senior managers.

In terms of a project charter a detailed Performance Management Framework was developed. The said Framework deals with the following matters and has been formally adopted by the Endumeni Municipality:

- The legislative framework for PMS
- PMS at various levels
- Objectives of the Endumeni PMS
- Principles informing the development of the PMS
- Preferred performance management model for Endumeni
- The process of managing performance and development
- The auditing of performance levels of key performance indicators
- General issues related to performance management

- An Audit Committee has been established and training completed.
- Minutes of the Audit Committee are enclosed .

- Key performance highlights for the year under review as considered by the Audit Committee and Endumeni Council in terms of section 40 of Municipal Systems Act 32 OF 2000.

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**Part C**  
**MATTERS REFERRED**  
**TO COUNCIL**  
**FOR CONSIDERATION**

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C 01/30/07/09

**ORGANISATIONAL AND INDIVIDUAL**  
**PERFORMANCE MANAGEMENT SYSTEMS 2008/2009**  
[P3/17(a)]

**RESOLVED**

**THAT**

1. The departmental scorecards of the Chief Financial Officer, Manager Corporate Services, and Manager Technical Services be noted in terms of the Endumeni Organizational framework for the period 01 July 2008 to 30 June 2009;
2. The Endumeni Organizational scorecard be noted in terms of the Endumeni Organizational framework for the period 01 July 2008 to 30 June 2009;
3. The Minutes of the Endumeni Audit Committee in respect of Endumeni Organizational Performance Review for the period 01 July 2008 to 30 June 2009 be noted.



C 02/30/07/09

**SERVICE DELIVERY BUDGET IMPLEMENTATION**  
**PLAN: 3<sup>rd</sup> and 4<sup>th</sup> QUARTER REPORTS SECTION 57**  
**MANAGERS PERFORMANCE REPORTS 3<sup>rd</sup> and 4<sup>th</sup>**  
**QUARTER** [P3/17/(a)]

**RESOLVED**

**THAT** the Endumeni Municipality formally notes 3<sup>rd</sup> and 4<sup>th</sup> Quarter SDBIP reports, Section 57 Performance reports of the Municipal Manager, Manager Finance, Manager Corporate Services and Manager Technical Services as tabled with Endumeni audit committee minutes.





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## Part C

# MATTERS TO BE REFERRED TO COUNCIL FOR CONSIDERATION

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C 01/30/07/09

ORGANISATIONAL AND INDIVIDUAL PERFORMANCE  
MANAGEMENT SYSTEMS 2008/2009 [P3/17(a)]

### REPORT: MUNICIPAL MANAGER

In terms of Council Resolution C 04/23/05/05 the Endumeni Municipality have adopted a Performance Management Framework for the Municipality and revised the framework in terms of Council Resolution C03/06/2006. The Framework has been advertised for public comment in terms of Government Notice No. R796, 24 August 2001. In terms of the Endumeni Municipality PMS Framework there is a requirement that the organizational and Departmental scorecards be submitted to the Executive Committee for consideration and review on a six monthly basis. The reporting should therefore take place in January 2009 (for the period 1 July 2008 to the end of December 2008) and for the period January 2009 to the end of June 2009. The Review in January 2009 will coincide with the mid-year performance assessment as per Section 72 of the MFMA. The Organizational scorecard is appended for the convenience of the Committee as per annexure "A". Departmental Scorecards are further appended as per annexure "B".

The Executive Committee in receiving the Departmental Scorecards submitted to it, will have to ensure the targets committed to have been met, where they are not, that satisfactory and sufficient reasons have been provided by senior management and the corrective action being proposed is sufficient to address the reasons for poor performance. If satisfied with the corrective action as proposed these must be adopted as formal resolutions of Council, minted and actioned accordingly. The minutes of the Audit Committee for performance management report fiscal year 2008/2009 are appended as per annexure "C".

IT IS

RECOMMENDED

THAT

1. The departmental scorecards of the Chief Financial Officer, Manager Corporate Services, and Manager Technical Services be noted in terms of the Endumeni Organizational framework for the period 01 July 2008 to 30 June 2009;
2. The Endumeni Organizational scorecard be noted in terms of the Endumeni Organizational framework for the period 01 July 2008 to 30 June 2009;
3. The Minutes of the Endumeni Audit Committee in respect of Endumeni Organizational Performance Review for the period 01 July 2008 to 30 June 2009 be noted.

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PMS SCORECARD FOR THE PERIOD 1 JULY 2008 TO 30 JUNE 2009

NAT KPA	LOCAL KPA	JDP OBJECTIVE	KPI	TYPE	SOURCE	FREQUENCY	BASELINE	ANNUAL TARGET 2008/9	TARGET FOR THE FIRST 6 MONTHS	ACTUAL FOR FIRST 6 MONTHS	TARGET FOR THE SECOND 6 MONTHS	ACTUAL FOR THE SECOND 6 MONTHS	REASONS FOR PERFORMANCE STATUS	RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE DEPT
Finance	Cost coverage	To monitor the financial viability of the Endumeni Municipality	Cost Coverage as defined in the Municipal Planning and Performance Management Regulations (PMS) (A=100-C=95)	Input	Financial System	Annually	5.1	6.1	5.1	5.1	6.1	6.1			Financial Services
	Debt coverage		Debt Coverage as defined in the Municipal Planning and Performance Management Regulations (PMS) (A=100-C=95)	Input	Financial System	Annually	16.3	17.1	17.1	17.1	17.1	17.1			Financial Services
	Service delivery	To align the Council's budget with the JDP	Outstanding Service Delivery to Revenue as defined in the Municipal Planning and Performance Management Regulations (PMS) (A=100-C=95)	Input	Financial System	Annually	48%	44%	44%	44%	44%	44%			Financial Services
	Integrated development planning		% of capital budget spent on projects as set out in the JDP	Input	Financial System	Bi-annually	3 5 000 000	3 5 000 000	20%	20%	80%	80%			Financial Services
	Tax, rates and duties	To effectively collect revenue	% collections against amounts raised for rates and taxes	Input	Consumer Collection Report	Bi-annual	70%	75%	75%	75%	76%	75%			Financial Services

ENDUMENI MUNICIPALITY  
ORGANISATIONAL PMS SCORECARD  
1 JULY 2008

30 JUNE 2009

NAT KPA	LOCAL KPA	IDP OBJECTIVE	KPI	TYPE	SOURCE	FREQUENCY	BASELINE	ANNUAL TARGET 2008/9	TARGET FOR THE FIRST 6 MONTHS	ACTUAL FOR THE FIRST 6 MONTHS	TARGET FOR THE SECOND 6 MONTHS	ACTUAL FOR THE SECOND 6 MONTHS	REASONS FOR PERFORMANCE STATUS	RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE DEPT
Infrastructure and Services	Electricity	To facilitate access to electricity for each consumer within Endumeni Municipality	% of households with electricity connections	Outcome	2002/7 IDP	Annual	77.50%	78.00%	76.00%	76.00%	78%	78.00%		100% Compliance	Technical Services
	Fire-fighting service	To ensure the delivery of a comprehensive fire fighting service	Extent to which service standards are met by service provider as per contract	Outcome	Monthly Reports	Bi Annually	Compliance Tender	Compliance Tender	Compliance Tender		Compliance Tender				Corporate Services
	Housing	To coordinate service delivery in respect of housing in Endumeni Municipality	Progress made with the implementation of the Housing Sector Plan	Output	Municipal project data	Bi Annually	Compliance Process Plan	Compliance Process Plan	Compliance Process Plan	Compliance Process Plan	Compliance Process Plan	Compliance Process Plan		100% Compliance	Technical Services
	Integrated development planning		Number of houses constructed at the Sibongile, Sibembele Heester and Ext 18 Dundee	Output	Municipal project data	Bi Annually	200 Houses 120 Single Quarters 139	100 Houses 80 Single Quarters	NIL	NIL	100 Houses 50 Single Quarters	NIL		SEE DOCUMENTS DIRECTED TO PROVINCE	Technical Services
	Municipal roads and stormwater	To promote integrated planning	Extent of compliance with the IDP review deadlines	Process	Municipal IDP Process plan	Bi Annually	Compliance Process Plan	Compliance Process Plan	Compliance Process Plan	Compliance Process Plan	Compliance Process Plan	Compliance Process Plan		100% Compliance	Technical Services
		Upgrade and maintain Municipal roads within the LW	Kilometers of municipal roads annually upgraded and maintained	Output	Municipal Financial System	Bi Annually	72280m <sup>2</sup>	31 000m <sup>2</sup>	31 000m <sup>2</sup>	31 000m <sup>2</sup>	62 000m <sup>2</sup>	62 000m <sup>2</sup>		100% Compliance	Technical Services
	Sanitation	To eradicate existing backlog in sanitation within 8 years	% households with access to a basic level of sanitation	Outcome	WSDP	Annually	%	%							Technical Services
			Urban	Outcome	WSDP	Annually	85%	86%	86%	86%	89%	86%		100% Compliance	Technical Services
			Rural Communities	Outcome	WSDP	Annually	17%	27%	27%	27%	27%	27%		100% Compliance	Technical Services
			Farmlands	Outcome	WSDP	Annually	100%	N/A	N/A	N/A	N/A	N/A		N/A	Technical Services
			Endumeni LM	Outcome	WSDP	Annually	85%	80.3%	80.3%	80.3%	80.3%	80.3%		N/A	Technical Services
	Waste Management	To facilitate integrated Waste Management	% of households with a weekly refuse removal service	Outcome	Monthly Report Manager: Sanitation Services	Bi Annually	80%	84%	85%	85%	85%	85%		100% Compliance	Technical Services
	Water	To eradicate the backlog in water provision within 15 years	% households with access to a basic water provision	Outcome			%	%	N/A						Technical Services
			Urban	Outcome	WSDP	Annually	55%	90%	86%	86%	90%	86%		100% Compliance	Technical Services
			Rural Communities	Outcome	WSDP	Annually	13%	27%	27%	27%	27%	27%		100% Compliance	Technical Services
			Farmlands	Outcome	WSDP	Annually	100%	N/A	N/A	N/A	N/A	N/A		100% Compliance	Technical Services
			Endumeni LM	Outcome	WSDP	Annually	89%	90.3%	90.3%	90.3%	90.3%	90.3%		100% Compliance	Technical Services



NAT KPA	LOCAL KPA	IDP OBJECTIVE	KPI	TYPE	SOURCE	FREQUENCY	BASELINE	ANNUAL TARGET 2008/2009	TARGET FOR THE FIRST 6 MONTHS	ACTUAL FOR THE FIRST 6 MONTHS	TARGET FOR THE SECOND 6 MONTHS	ACTUAL FOR THE SECOND 6 MONTHS	REASONS FOR PERFORMANCE STATUS	RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE DEPT
Institutional Transformation	Disaster Management	To ensure that the Disaster Management Plan is updated on a regular basis	Progress made with the annual update of the Disaster Management Plan	Outcome	Disaster Management Report	Annually	12 Reports	12	6	6	6	6	100%		Head: Safety & Security
	Fire Fighting Service	To ensure the delivery of a comprehensive fire fighting service in accordance with memorandum of agreement	Report on usage of Endumieni Fire Equipment	Outcome	Monthly Report	Bi-Annually	12 Reports	12	6	6	6	6	100%		Head: Safety & Security
	Information Technology	To improve communication	Progress made with setting up Web Site and computer training	Outcome	Computer and Web Site	Bi-Annually	4	4	2	6	2	4	250%		Manager: Corporate Services
	Employment Equity	To annually review Council's Employment Equity and submit to Department of Labour	Meeting the deadline for the Review and the Submission of the Report	Outcome	Visual HR Program	Bi-Annually	1	1	1	1	0	N/A	100%		Head: Administration
	Human Resources Management	To monitor and control all leave	AO and Internal Audit Approval	Outcome	Electronic Register and Periodical Files	Annually	Actual Leave Applications	Favourable Audit	Audit January 2009	0	1	1	100%		Head: Administration
	Workplace Skills	To advance the skills levels of the employees of Endumieni	Meeting Deadline for LGWSETA	Outcome	Skill Audit	Annually	Annual Report	1	1	1	0	N/A	100%		Head: Administration

ENDUMENI MUNICIPALITY  
ORGANISATIONAL PMS SCORECARD  
1 JULY 2008 - 30 JUNE 2009

MAT KPA	LOCAL KPA	IDP OBJECTIVE	KPI	TYPE	SOURCE	FREQUENCY	BASELINE	ANNUAL TARGET 2008/2009	TARGET FOR THE FIRST 6 MONTHS	ACTUAL FOR THE FIRST 6 MONTHS	TARGET FOR THE SECOND 6 MONTHS	ACTUAL FOR THE SECOND 6 MONTHS	REASONS FOR PERFORMANCE STATUS	RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE DEPT
Primary Health Care	Primary Health Care	To render an efficient and comprehensive service to Residents of Endumeni	Number of Meetings held by Professional Nurses	Outcome	Record File of Minutes	Bi-Annually	12	12	6	6	6	6	100%		Chief Professional Nurse
			Number of Meetings by the Clinic Committee	Outcome	Record File of Minutes	Bi-Annually	4	4	2	2	2	2	125%		Chief Professional Nurse
			Number of Drug Inspections	Outcome	Report	Bi-Annually	12	12	6	6	6	6	100%		Chief Professional Nurse
			Number of Infection Control	Outcome	Report	Bi-Annually	12	12	6	6	6	6	100%		Chief Professional Nurse
			Number of Complaints Received from Clients	Outcome	Records Kept	Bi-Annually	Actual Figures	0	0	0	0	0	100%		Chief Professional Nurse
	Hiv/Aids	To Mitigate the Effects of the Hiv/Aids Pandemic	Number of HIV/Aids Programmes	Outcome	Reports	Bi-Annually	12	12	6	6	6	6	100%		Chief Professional Nurse
			Annual HIV/Aids Campaign	Outcome	Programmes	Annually	2	2	0	2	2	2	200%		Head Health Services
			Number of Books Issued	Outcome	Monthly Reports	Bi-Annually	104 000	104 000	52 000	57 716	52 000	57 719	111%		Head Administration
			Number of Educational Programmes Conducted	Outcome	Monthly Reports	Bi-Annually	10	10	5	11	5	4	150%		Head Administration
			Number of Library Visits	Outcome	Monthly Reports	Bi-Annually	120 000	120 000	60 000	67 688	60 000	75 526	111%		Head Administration
Sibonge Library	Sibonge Library	To render an efficient library service to the residents of Endumeni	Number of Books Issued	Outcome	Monthly Reports	Bi-Annually	7 000	7 000	3 500	5 117	3 500	4 748	141%		Head Administration
			Number of Educational Programmes Conducted	Outcome	Monthly Reports	Bi-Annually	8	8	4	8	4	0	213%		Head Administration
			Number of Library Visits	Outcome	Monthly Reports	Bi-Annually	24 000	24 000	12 000	32 337	12 000	35 891	295%		Head Administration
			Number of Books Issued	Outcome	Monthly Reports	Bi-Annually	70 000	70 000	35 000	26 497	35 000	32 472	84%		Head Administration
			Number of Educational Programmes Conducted	Outcome	Monthly Reports	Bi-Annually	10	10	5	6	5	21	250%		Head Administration
	Glencoe Library	To render an efficient library service to the residents of Endumeni	Number of Library Visits	Outcome	Monthly Reports	Bi-Annually	80 000	80 000	40 000	41 909	40 000	48 745	111%		Head Administration
			Number of Books Issued	Outcome	Monthly Reports	Bi-Annually	11 000	11 000	5 500	3 973	5 500	1445	49%		Head Administration
			Number of Educational Programmes Conducted	Outcome	Monthly Reports	Bi-Annually	6	6	3	0	3	-	Part Time		Head Administration
			Number of Library Visits	Outcome	Monthly Reports	Bi-Annually	-	-	-	-	-	-	Need Electronic System		Head Administration
			Records Kept and Filing Government Gazette	Outcome	File System	Monthly	12	12	6	6	6	6	100%		Head Administration
Wabank Library	Wabank Library	To render an efficient library service to the residents of Endumeni	Number of Business Licences	Outcome	Record File	Annually	Actual Figures	Actual	Actual	12	Actual	10	100%		Head Health Services
			Number of Books Issued	Outcome	Attendance Register	Bi-Annually	18	18	9	11	9	11	167%		Head Administration
			Number of Educational Programmes Conducted	Outcome	Records Kept and Filing Government Gazette	Monthly	12	12	6	6	6	6	100%		Head Administration
			Number of Library Visits	Outcome	Records Kept and Filing Government Gazette	Monthly	12	12	6	6	6	6	100%		Head Administration
Ardenburg Library	Ardenburg Library	To ensure that all categorised businesses comply with the Business Licensing Act	Number of Business Licences	Outcome	Records Kept and Filing Government Gazette	Monthly	12	12	6	6	6	6	100%		Head Administration
			Number of Books Issued	Outcome	Attendance Register	Bi-Annually	18	18	9	11	9	11	167%		Head Administration
			Number of Educational Programmes Conducted	Outcome	Records Kept and Filing Government Gazette	Monthly	12	12	6	6	6	6	100%		Head Administration
			Number of Library Visits	Outcome	Records Kept and Filing Government Gazette	Monthly	12	12	6	6	6	6	100%		Head Administration
Council and Committee work	Council and Committee work	To enable the Council to meet and make decisions on all matters	Number of Council Meetings	Outcome	Attendance Register	Bi-Annually	18	18	9	11	9	11	167%		Head Administration
			Number of Business Licences	Outcome	Records Kept and Filing Government Gazette	Monthly	12	12	6	6	6	6	100%		Head Administration
			Number of Educational Programmes Conducted	Outcome	Records Kept and Filing Government Gazette	Monthly	12	12	6	6	6	6	100%		Head Administration
			Number of Library Visits	Outcome	Records Kept and Filing Government Gazette	Monthly	12	12	6	6	6	6	100%		Head Administration

MAY KPA	LOCAL KPA	MP OBJECTIVE	KPI	TYPE	SOURCE	FREQUENCY	BASELINE	ANNUAL TARGET 2008/2009	TARGET FOR THE FIRST 6 MONTHS	ACTUAL FOR THE FIRST 6 MONTHS	TARGET FOR THE SECOND 6 MONTHS	ACTUAL FOR THE SECOND 6 MONTHS	REASONS FOR PERFORMANCE STATUS	RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE DEPT
Social and Economic Development	Law Enforcement	Law Enforcement	Low Enforcement	Outcome	Monthly Reports	Bi-Annually	1 000 000	1 000 000	600 000	309 925	500 000	454 581	86%		Head: Safety & Security
		To create a safer road and traffic environment for all road users through education and law enforcement	Regular Also Road Blocks	Outcome	Monthly Reports	Bi-Annually	8 Road Blocks	8	4	7	4	6	143%		Head: Safety & Security
			% Progress made with the implementation of Road Markings & Signs	Outcome	Monthly Reports	Bi-Annually	Paint Roads as per Plan	50km	25km	11km	25km	23km	78%		Head: Safety & Security
			Number of School Programmes	Outcome	Monthly Reports	Bi-Annually	School Visits	24	12	12	12	14	108%		Head: Safety & Security
	Youth, Sports & Recreation	To render an efficient service in terms of testing to the residents of Endumeni	Accommodate all Applicants with Services	Outcome	Monthly Reports	Bi-Annually	1 300 000	1 300 000	650 000	1074170	650 000	1040857	163%		Manager: Safety & Security
		To co-ordinate district sports events	Feedback on the Participation of Sports Events	Outcome	Record of Events	Annually	15	15	10	19	5	N/A	126%		Head: Health Services
		To co-ordinate youth development opportunities in Endumeni Municipality	Number of Events Facilitated per Annum	Outcome	Events	Annually	2	2	1	1	1	N/A	50%		Head: Health Services
		Updating of Legislation	To Keep Up to Date	Outcome	Records	6 Monthly	2	2	1	1	1	1	100%		Head: Legal & Estates
	Legal & Estates	Execution of Council decisions	To Keep Up to Date	Outcome	Records	Monthly	12	12	6	6	6	6	100%		Head: Legal & Estates
		Update of By-Laws	Update By-Laws	Outcome	Records	Ongoing	12	12	6	2	6	6	100%		Head: Legal & Estates
Social and Economic Development	Legal & Estates	Timely checking and signing of clearance certificates	To Keep Up to Date	Outcome	Records	6 Monthly	Actual	Actual	Actual	199	8	163	-		Head: Legal & Estates
		Timely provision of legal advice and checking Agendas to determine legal complications of reports to Precincts pertaining to Town Planning Amendments (Timeliness and procedurally required)	Legal Advice and Agendas Checked	Outcome	Records	Monthly	18	18	9	11	9	19	167%		Head: Legal & Estates
		Precincts pertaining to Town Planning Amendments	To Keep Up to Date	Outcome	Re	Monthly	Actual Applications	Actual	Actual	4	Actual	2	-		Head: Legal & Estates
		To collect, collate, protect and preserve the heritage of the Endumeni and Northern KwaZulu Natal areas for future generations	Record Number of Visitors	Outcome	Monthly Reports	Bi-Annually	28 000	28 800	14 000	3305	14 000	12190	74%		Head: Administration
	Tsalana Museum	To provide an efficient museum service for the residents of Endumeni, KwaZulu-Natal, South Africa and internationally	Number of Functions Held	Outcome	Monthly Reports	Bi-Annually	3 Events	3	2	3	1	2	167%		Head: Administration
		To ensure correct and efficient data on museum collections	Cross Check all Museum items	Outcome	Documents	Bi-Annually	1 000	1 000	500	451	500	631	113%		Head: Administration
		To establish efficient data base of archives	To Collate and Establish Computer Data Bases	Outcome	Archival Documents	Bi-Annually	1 000	2 000	1 000	4428	1 000	1260	264%		Head: Administration
		Research - visitor requests - new exhibits	To Research Requests from Visitors	Outcome	Archival Documents	On Request	200	200	100	79	200	80	83%		Head: Administration



REPORT CHIEF FINANCIAL OFFICER FOR THE PERIOD 1 July 2008 - 30 June 2009

DATA	OBJECTIVE	TO DO	SOURCE	FREQUENCY	EXPLANATION OF STATUS (YES)	BASELINE	ANNUAL TARGET 2008/9	TARGET FOR FIRST 6 MONTHS	TARGET FOR SECOND 6 MONTHS	REASONS FOR PERFORMANCE STATUS	RECOMMENDED CORRECTIVE ACTION	REPORT OFFICIAL
Asset fund flow	To show the ability to raise current resources	Means of current assets less liabilities to current liabilities	Financial Statements	Annually	The ratio gives an indication of the municipality's ability to meet its short-term commitments from liquid or near-liquid current assets	8%	6%	6%	5%	6%		Financial Manager
Budget process	To meet the MFMA budget process requirements	Completion and adoption of all annual budget process (para 100(2)(2))	MFMA	Annually	None	7%	Aug	Aug	7%	6%		Financial Manager
Creditors	To pay creditors within 30 days from date of settlement	Creditors' days	Creditors' Payment System	Bi-annual	The ratio represents the time taken to pay creditors. A ratio of 30 days is acceptable. A ratio of 45 days is acceptable. A ratio of 60 days is unacceptable.	45 days	45	30	45	30		Chief Accountant
Credit to revenue	To monitor the effect of bad debt	Debtors as a % of Income	Credit Collection Report	Bi-annual	The ratio indicates the effect of the municipality's ability to collect its receivables. A ratio of 10% is acceptable. A ratio of 15% is acceptable. A ratio of 20% is unacceptable.	10%	10%	10%	10%	10%		Chief Accountant
Debtors	To reduce the financial liability of the municipality	Average debtors period	Age Analysis	Bi-annual	None	60 days	60 days	60 days	60 days	60 days		Accountant Income
Financial stability	To monitor the financial stability of the municipality	Outstanding Service Impairment to Revenue as a % of Income	Financial System	Annually	None	40%	40%	40%	40%	40%		Financial Manager
Financial statements	To meet the MFMA requirements for the financial statements	Compliance with the MFMA requirements for the financial statements	MFMA	Annually	None	100%	100%	100%	100%	100%		Financial Manager
Capital in debtors	To monitor and manage the growth in debtors	% growth in debtors	Consumer Credit Report	Bi-annual	The ratio indicates the growth in debtors. A ratio of 10% is acceptable. A ratio of 15% is acceptable. A ratio of 20% is unacceptable.	10%	10%	10%	10%	10%		Financial Manager
Income	To reduce a likely income growth for Council	% growth in income	Budget Report	Bi-annual	None	5%	5%	5%	5%	5%		Accountant Income
MFMA and other reporting requirements	To meet the MFMA and other reporting requirements	Compliance with the MFMA and other reporting requirements	MFMA	Annually	None	100%	100%	100%	100%	100%		Financial Manager
Personnel cap	To keep personnel cap within acceptable limits	Personnel cap as a % of total expenditure	Budget	Annually	The ratio indicates the personnel cap. A ratio of 10% is acceptable. A ratio of 15% is acceptable. A ratio of 20% is unacceptable.	10%	10%	10%	10%	10%		Financial Manager
Property Rates Act	To meet the requirements of the Property Rates Act	Compliance with the Property Rates Act	Property Rates Act	Annually	None	100%	100%	100%	100%	100%		Financial Manager
Revenue in capital	To ensure that revenue is used for capital	Revenue in capital as a % of total revenue	Financial Statements	Annually	The ratio indicates the revenue in capital. A ratio of 10% is acceptable. A ratio of 15% is acceptable. A ratio of 20% is unacceptable.	10%	10%	10%	10%	10%		Financial Manager
Salaries	To ensure that salaries are paid within the budget	Salaries as a % of total expenditure	Payroll System	Annually	None	100%	100%	100%	100%	100%		Financial Manager
Statutory Audit	To ensure that the audit is completed within the required time	Completion of the audit within the required time	Statutory Audit	Annually	None	100%	100%	100%	100%	100%		Financial Manager
Taxes and revenue	To ensure that taxes and revenue are collected within the required time	Collection of taxes and revenue within the required time	Taxation System	Annually	None	100%	100%	100%	100%	100%		Financial Manager



## REPORT MANAGER TECHNICAL SERVICES FOR THE PERIOD 1 JULY 2008 TO 30 JUNE 2009

KPA	OBJECTIVE	KPI	TYPE	SOURCE	FREQUENCY	BASELINE	ANNUAL TARGET 2008/9	TARGET FOR THE FIRST 6 MONTHS	ACTUAL FOR THE FIRST 6 MONTHS	TARGET FOR THE SECOND 6 MONTHS	ACTUAL FOR THE SECOND 6 MONTHS	REASONS FOR PERFORMANCE STATUS	RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE OFFICIAL	Mark
Electricity	To access grant funding to extend the service to low income communities	Band value of grants received	Input	Municipal Financial System	Annual	R500 000	R2 000 000	R300 000	NIL	NIL	NIL	See documentation directed to Province	NIL	Manager Electrical	Mark
	To complete all projects lineously and within the budget allocated	% progress made with electricity projects as per capital budget	Output	Municipal Financial System	Bi Annually	100%	100%	40%	95%	100%	100%	100% COMPLIANCE	COUNCIL APPROVAL July 2008 IN HAND	Manager Electrical	Mark
	To ensure the enforcement of bylaws by detection of offenders in respect of tampered electrical meters	Number of enforcement per annum	Output	Municipal Financial System	Bi Annually	300	320	160	120			75% COMPLIANCE	Tender Awarded	Manager Electrical	Mark
	To facilitate access to electricity for each consumer within Endumeni Municipality	% of households with electricity connections	Output	2007/11 IDP	Annual	72.50%	78.00%	78.00%	78.00%	78.00%	78.00%	100% COMPLIANCE	NIL	Manager Electrical	Mark
Electricity	To reduce electricity distribution losses	% reduction in electricity distribution losses	Input	Municipal Financial System	Annual	14%	13%	13%	13%	13%	13%	86% COMPLIANCE	Tender Awarded	Manager Electrical	Mark
	To coordinate service delivery in respect of housing in Endumeni Municipality	Number of houses constructed at the Sibongile, Sibongile Hostel and Ext 18 Duthies	Output	Municipal project data	Bi Annually	199	200 Houses 120 Single Quarters	100 Houses 60 Single Quarters	NIL	NIL	NIL	See documentation directed to Province	NIL	Manager Technical Services	Maureen
	To promote integrated planning	Extent of compliance with the IDP review deadlines	Process	Municipal IDP Process plan	Bi Annually	Compliance Process Plan	Compliance to Process Plan	Compliance to Process Plan	Compliance to Process Plan	Compliance to Process Plan	Compliance to Process Plan	100% COMPLIANCE	NIL	Manager Technical Services	Bert
	To ensure that Councils infrastructure are adequately maintained	% of Council's budget spent on maintenance	Input	Municipal Financial System	Annual	Budget 2007/2008 2.5%	Budget 2008/2009 3%	Budget 2008/2009 3%	Budget 2008/2009 3%	Budget 2008/2009 3%	Budget 2008/2009 3%	100% COMPLIANCE	NIL	Chief Financial Officer	Ian
MIG	To effectively manage all MIG funding	% of MIG allocation spend per annum	Output	MIG PAU Reports	Bi Annually	New Programme	100% to Business Plan	100% to MIG cash flow	100% to MIG cash flow	100% to MIG cash flow	100% to MIG cash flow	100% COMPLIANCE	N/A	Manager Admin Technical Services	Maureen Moko
	To upgrade and maintain Municipal roads within the LM	% progress made with roads and stormwater projects as per capital budget	Output	Municipal Financial System	Bi Annually	100%	100%	40%	15%	100%	100%	100% COMPLIANCE	NIL	Asst Manager Civil Services	Martin
	To maintain all parks, gardens and municipal verges	% Compliance as per service standard adopted by Council	Output	Monthly Report Manager Sanitation Services	Bi Annually	n/a	70% Compliance as per service standard to be adopted by Council	50% Completed cycle every 8 weeks	70%	70%	70%	70% COMPLIANCE	Investigation to be conducted into capacity constraints of council plant and equipment	Manager Sanitation Services	Peter
	To maintain and clean the stormwater network on a regular basis	% of catchpits cleaned annually	Output	Monthly Report Manager Technical Services	Bi Annually	30%	40%	20%	20%	40%	40%	100% COMPLIANCE	NIL	Asst. Manager Civil Services	Martin
Waste Management	To facilitate integrated Waste Management	% of households with a weekly refuse removal service	Output	Monthly Report Manager Sanitation Services	Bi Annually	80%	80%	85%	85%	85%	85%	100% COMPLIANCE	NIL	Manager Sanitation Services	Peter
		Extent of compliance of licence site with DWAF regulations	Output	Monthly Report Manager Sanitation Services	Bi Annually	75%	85%	80%	80%	80%	80%	100% COMPLIANCE	NIL	Manager Sanitation Services & Manager Admin Technical Services	Peter

DSH AZ	To facilitate implementation of DHS Act Technical Services Dept only	Extent of compliance with applicable sections of Act	Process	Monthly report Manager: Admin Technical Services	BI Annually	Compliance Process Plan	Compliance to Process Plan	Compliance to Process plan	Compliance to Process plan	100% COMPLIANCE	NIL	Manager: Admin Technical Services
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**ENDUMENI MUNICIPALITY**  
**CORPORATE SERVICES SCORECARD: REPORTING FORMAT**  
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REPORT MANAGER CORPORATE SERVICES FOR THE PERIOD 1 JULY 2008 - 30 JUNE 2009

KPA	OBJECTIVE	KPI	SOURCE	FREQUENCY	BASELINE	ANNUAL REPORT 2008/9	TARGET FOR THE FIRST 6 MONTHS	ACTUAL FOR THE FIRST 6 MONTHS	TARGET FOR THE SECOND 6 MONTHS	ACTUAL FOR THE SECOND 6 MONTHS	REASONS FOR PERFORMANCE STATUS	RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE OFFICIAL
Talane Museum	To collect, collate, protect and preserve the heritage of the Endumeni and Northern KwaZulu Natal areas for future generations	Revised number of percentages of visitors and distribution KPI requiring clarification	Monthly reports, annual reports, Monthly distribution of visitor demographics	Bi Annually	28 000	26 000	14 000	8385	14 000	12 100	74%		Head Administration
	To provide an efficient museum service for the residents of Endumeni, KwaZulu-Natal, South Africa and internationally	Number of functions planned and executed per year	Monthly Reports	Bi Annually	3 Events	3	2	3	1	2	167%		Head Administration
	To ensure correct and efficient use of museum collections	Gross check of all museum items ensuring documentation, items complete, accurate and attach photo of item for ID and insurance	Documentation, Data Acquisition, register form	Bi-Annually	1 000	1 000	500	459	500	871	113%		Head Administration
	To establish efficient data base of archives	To collate, document and establish computerised data base of archival holdings	Archival documents	Bi Annually	2 000	2 000	1 000	4428	1 000	1 250	204%		Head Administration
	Research - visitor requests - new exhibits	To research requests from visitors	Archival documents	On request by researchers. At request for new exhibits	200	200	100	72	100	88	83%		Head Administration

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KPA	OBJECTIVE	KPI	SOURCE	FREQUENCY	BASELINE	ANNUAL REPORT 2008/9	TARGET FOR THE FIRST 6 MONTHS	ACTUAL FOR THE FIRST 6 MONTHS	TARGET FOR THE SECOND 6 MONTHS	ACTUAL FOR THE SECOND 6 MONTHS	REASONS FOR PERFORMANCE STATUS	RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE OFFICIAL
Primary Health Care	To render an efficient and comprehensive service to Residents of Endumeni	Number of Meetings held by Professional Nurses	Record File of Minutes	Bi Annually	12	12	6	8	6	6	100%		Chief Professional Nurse
		Number of Meetings held by the Clinic Committee	Record File of Minutes	Bi Annually	4	4	2	2	2	3	125%		Chief Professional Nurse
		Number of Drug Management Inspections undertaken by Supervisor	Supervisory Report	Bi Annually	12	12	6	6	6	6	100%		Chief Professional Nurse
		Number of Infection control and Disposal of Medical Waste	Supervisory Report	Bi Annually	12	12	6	6	6	6	100%		Chief Professional Nurse
		Number of Complaints received from Clients	Records kept by Chief Professional Nurse	Bi Annually	Actual Figure	0	0	0	0	5	100%		Chief Professional Nurse
HIV/AIDS	To Mitigate the Effect of the HIV/AIDS Pandemic	Number of Internal HIV/AIDS Awareness and Education Programmes conducted at the Clinics	Report by Responsible Co-Ordinator	Bi Annually	12	12	6	6	6	6	100%		Chief Professional Nurse
		Annual HIV/AIDS Awareness Campaign Projects	Report by Co-Ordinator	Annually	2	2	0	2	2	2	200%		Head Health Services
Employment Equity	To annually review Council's Employment Equity and submit to Department of Labour	Meeting the deadline for the review and the submission date to Department	Visual Human Resources Programme and Employment Equity	Bi Annually	To Complete Annual Report	1	1	1	0	N/A	100%		Head Administration
Human Resources Management	To monitor and control all leave	AG and internal audits audit opinion on status of leave records	Electronic Register and Personal files	Annually	Actual Leave Applications	Favourable Audit	Audit January 2009	0	1	1	100%		Head Administration
Workplace Skills	To advance the skills levels of the employees of Endumeni	Meeting deadlines for the review and submission date to LONSETA	Skills Audit Forms	Annually	Report Annually	1	1	1	0	N/A	100%		Head Administration
Dundee Library	To render an efficient library service to the residents of Endumeni	Number of books issues	Monthly Reports	Bi Annually	104 000	104 000	52 000	57 716	52 000	57 719	111%		Head Administration
		Number of educational programmes conducted	Monthly Reports	Bi Annually	10	10	5	11	5	4	150%		Head Administration
		Number of library visitors	Monthly Reports	Bi Annually	520 650	170 000	60 000	5 768	60 000	75 526	111%		Head Administration



**ENDUMENI MUNICIPALITY**  
**CORPORATE SERVICES SCORECARD: REPORTING FORMAT**  
**2008/2009**

	OBJECTIVE	KPI	SOURCE	FREQUENCY	BASELINE	ANNUAL REPORT 2008/9	TARGET FOR THE FIRST 9 MONTHS	ACTUAL FOR FIRST 9 MONTHS	TARGET FOR THE SECOND 6 MONTHS	ACTUAL FOR THE SECOND 6 MONTHS	REASONS FOR PERFORMANCE STATUS	RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE OFFICIAL
Sibongile Library	To render an efficient library service to the residents of Endumeni	Number of books issued	Monthly Reports	Bi Annually	2 000	2 000	3 500	5 117	3 500	4 768	141%		Head Administration
		Number of educational programmes conducted	Monthly Reports	Bi Annually	8	3	4	8	4	9	213%		Head Administration
		Number of library visitors	Monthly Reports	Bi Annually	24 000	24 000	12 000	52 387	12 000	35 891	285%		Head Administration
Wabank Library	To render an efficient library service to the residents of Endumeni	Number of books and other materials issued	Monthly Reports	Bi Annually	11 000	11 000	6 500	39 73	5 500	14 45	49%		Head Administration
		Number of educational programmes conducted	Monthly Reports	Bi Annually	6	6	2	0	3	N/A	PART TIME		Head Administration
		Number of library visitors	Monthly Reports	Bi Annually	-	-	-	-	-	-	-	Need Electronic Scanner	Head Administration
Glencoe Library	To render an efficient library service to the residents of Endumeni	Number of books issued	Monthly Reports	Bi Annually	70 000	70 000	35 000	28 437	35 000	32 472	84%		Head Administration
		Number of educational programmes conducted	Monthly Reports	Bi Annually	10	10	5	8	5	21	280%		Head Administration
		Number of library visitors	Monthly Reports	Bi Annually	80 000	80 000	40 000	41 808	40 000	48 745	111%		Head Administration
Archives Registry	To adequately manage and store all Council records	Records kept of in- and outgoing mail / status of filing on files and Government Gazettes	Registry Filing System	Monthly	12	12	0	0	6	6	100%		Head Administration
Business Licensing	To ensure that all categorized businesses comply with the Business Licensing Act	Number of Business Licences	Filing System - Licensing Records	Annually	Actual Figures	Actual	Actual	12	Actual	10	100%		Head Health Services
Council and Committee work	To enable the Council to meet and take decisions on deliverables	Number of Ego and Council meetings held etc	Attendance register and Minutes	Bi Annually	18	16	9	11	8	19	187%		Head Administration
Disaster Management	To ensure that the Disaster Management Plan is updated on a regular basis	Progress made with the annual update of the Disaster Management Plan	Disaster Management Report	Bi Annually	12 Reports	12	8	6	8	8	100%		Head Safety & Security
Fire Fighting Service	To ensure the delivery of a comprehensive fire fighting service in accordance with memorandum of agreement	Report on usage of Endumeni Municipal equipment in use by Rural Metro	Month-end Report	Bi Annually	12 Monthly Reports	12	8	8	8	8	100%		Head Safety & Security
Information Technology	To improve communication	Progress made with setting up a website for the Endumeni Municipality	Computer Training and Website Update	Bi Annually	4	4	2	6	2	4	250%		Manager Corporate Services

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CORPORATE SERVICES SCORECARD: REPORTING FORMAT  
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KPA	OBJECTIVE	KPI	SOURCE	FREQUENCY	BASLINE	ANNUAL REPORT 2008/09	TARGET FOR THE FIRST 6 MONTHS	ACTUAL FOR THE FIRST 6 MONTHS	TARGET FOR THE SECOND 6 MONTHS	ACTUAL FOR THE SECOND 6 MONTHS	REASONS FOR PERFORMANCE STATUS	RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE OFFICIAL
Law Enforcement	To create a safer road and traffic environment for all road users through education and law enforcement	Law Enforcement	Month-end Report	Bi Annually	1 000 000	1 000 000	500 000	309823	500 000	494561	86%		Head: Safety & Security
		Regular Alco Road Blocks	Month-end Report	Bi Annually	2 Road Blocks	8	4	7	4	6	163.00%		Head: Safety & Security
		% progress made with the implementation of road marking and road signs business plan	Month-end Report	Bi Annually	Paint Roads as per Plan	50km	25km	11kms	25km	25kms	78%	Nil	Head: Safety & Security
		Number of schools that underwent road safety training programmes	Month-end Report	Bi Annually	Visit Schools - Road Safety	24	12	12	12	14	105%		Head: Safety & Security
Testing Centre	To render an efficient service in terms of testing to the residents of Endumeni	Accommodate all Applicants with Services (As per Demand)	Month-end Reports	Bi Annually	1 300 000	1 300 000	630 000	1074170	630 000	1040357	163%		Manager Safety & Security
Youth, Sports & Recreation	To co-ordinate sport events	Feedback on the participation in Local, District and other sporting events	Record of Events	Annually	15	15	10	19	5	N/A	126%		Head: Health Services
		Number of events facilitated per annum	Events	Annually	2	2	1	1	1	N/A	50%		Head: Health Services
		To keep up to date	Records	6 Monthly	2	2	1	1	1	1	100%		Head: Legal & Estates
		To keep up to date	Records	Monthly	12	12	6	6	6	6	100%		Head: Legal & Estates
Legal & Estates	To keep up to date	Update By-Laws	Records	Ongoing	12	12	6	2	6	6	100%		Head: Legal & Estates
		To keep up to date	Records	6 Monthly	Actual	Actual	Actual	196	Actual	153	-		Head: Legal & Estates
		Timely checking and signing of clearance certificates	Records	Monthly	16	10	9	11	9	19	187%		Head: Legal & Estates
		Timely provision of legal advice and checking Agendas to determine legal compliance of reports to Council	Records	Monthly	Actual Applications	Actual	Actual	4	Actual	2	-		Head: Legal & Estates